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AUTHOR Coleman, Donald G.; Heun, Richard E.
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ABSTRACT

This paper examines several models of leadership style that are widely used in staff development workshops and seminars for managers. The discussion focuses mainly on the implications and possible dangers for training subjects of these models, which include two-factor models, such as those of Barnard and Halpin, and orthogonal grid models, such as those investigated by Blake and Mouton, Brown, and Sergiovanni. These models are frequently used to locate trainees on a matrix that purports to indicate their particular leadership style. The authors argue that while such models are excellent devices for teaching a theoretical concept, they have an emotional impact on trainees that must be considered. Because of this impact, the validity of the measurement instruments should be thoroughly documented before they are used to locate personnel on any leadership matrix. (JG)

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Consumer Protection, Leadership Models, and Training and Development

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Dr. Donald G. Coleman
Associate Professor of Education Administration

Dr. Richard E. Heun
Associate Professor of Communications

Northeast Missouri State University
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Consumer Protection, Leadership Models, and
Training and Development

Several models of leadership styles are currently being widely used by OD and HRD personnel as well as numerous group facilitators. Most contemporary models are two dimensional, consisting of describing the "people" and the "goal" orientations of the manager. These models are excellent devices for graphically illustrating the concepts and are valuable for explaining the theories in workshops and seminars. There are, however, inherent dangers in classifying people as to leader style unless a thorough analysis of the instrument has been completed. The purpose of this article is to take an in-depth look at the use of such techniques and analyze possible dangers with an eye to consumer protection.

Barnard (1938) was the first theorist to consolidate the two management orientations into a single theory. One of the factors of the organization which Barnard identified was the "people" belonging to the organization and the other he identified as the "goal" or "task" to be accomplished. Since that time, other theorists have expanded on Barnard's conceptualization and have continued the development of the two factor theory.

One of the best known theorist to continue development of the two factor theory was Halpin. Halpin did research with The Ohio State University Leader Studies during the fifties, and by 1966 had developed the simple quadrant scheme, illustrated in Figure 1, to concepualize the two factors of Consideration (C) and Initiating Structure (IS). C is a measure of the

"people" dimension while IS is a measure of the "task" dimension. To locate a particular leader style on the Halpin model, it is necessary to compute a score from a standardized instrument, locate the score on the perimeter

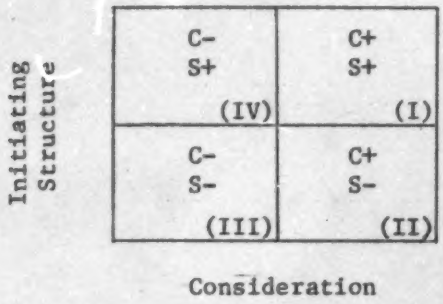

Figure 1 - Halpin Model Illustrating Leader Behavior

which refelcts the appropriate measure, draw perpendicular lines from each of the separate scores across the model and mark the point where the two lines intersect. The point of intersection would represent visually the manager's combination of C and IS orientation. In this way, the leader could be classed as one of four types.

Closer examination of the Halpin model reveals an interesting and important point for both the researcher and practitioner. The two factors measured by IS and C are on separate perpendicular lines. The right angle relationship in the model represents an "orthogonal" relationship. This assumed relationship is very important in pinpointing the exact location of a leader's management "style." It is this relationship with which the training personnel should be most concerned.

Other models also represent this orthogonal relationship. Reddin (1970) and Hersey and Blanchard (1972) both used the basic orthogonal model and then expanded it into a three dimensional concept. Blake and Mouton (1964) used a grid system to locate a particular style of leadership on the Managerial Grid. Expanding the quadrant theme, they divided the model into 81 combinations of leader style. The model was an excellent device for visualizing the need for the manager to be equally concerned for People and Production, which Barnard had pointed out nearly 30 years earlier.

These models are excellent devices for teaching a theoretical concept; however, all trainers know that when the concept is taught, the managers immediately desire to know where each is in relation to the model. The trainer usually has an instrument to assist the manager in pinpointing his location. All trainers who have used this technique know the impact that the subsequent data has upon the manager. If he scores any place except in the hypothetical "preferred" position, he is emotionally hurt and begins to assess his own work against the test instrument. He may perceive the results as indicating directions for growth and even try to incorporate this new knowledge into his daily activities. Let us look a little more closely at some relevant data and reserve evaluation until later.

Brown (1967) and Sergiovanni (1969) conducted research using the Leader Behavior Description Questionnaire - Form XII and examined the instrument factors. They statistically loaded the resultant data on the "people" and "task" factors as indicated in Table 1. The data in Table 1 can be used to determine the exact relationship one factor has with another. Functionally, orthogonality means that each measure, for example Consideration,

Table 1

COMPARISON OF LEADER BEHAVIOR DESCRIPTION QUESTIONNAIRE - FORM XII, SUBSCALE FACTOR LOADINGS

Subscale	Brown Data		Sergiovanni Data	
	Factor I Goal	Factor II People	Factor I Goal	Factor II People
1. Representation	.78	.17	.62	.15
2. Demand Reconciliation	.51	.73	.35	.74
3. Tolerance of Uncertainty	-.11	.86	-.03	.81
4. Persuasiveness	.73	.42	.69	.37
5. Initiating Structure	.89	.10	.82	.09
6. Tolerance of Freedom	.09	.85	.16	.69
7. Role Assumption	.77	.41	.53	.38
8. Consideration	.29	.86	.23	.75
9. Production Emphasis	.87	-.14	.78	-.12
10. Predictive Accuracy	.62	.63	.50	.43
11. Integration	.62	.68	.71	.37
12. Superior Orientation	.57	.50	.58	.32

loads on only that one factor. That is, there should not be any "goal" dimension to Consideration. In perfect statistical orthogonality, a measure would load at a score of 1.00 on one factor and .00 on the other. Such is not the case with the Brown and Sergiovanni data. Production Emphasis and Tolerance of Freedom in the Brown and Production Emphasis and Tolerance of Uncertainty in the Sergiovanni data approach orthogonality only moderately, but the other measures vary widely from the orthogonal relationship.

What is implied is that IS and C do not form an orthogonal relationship; the data do not support the concept. Thus, if an individual manager's score on C fell between the hypothesized (orthogonal axis) and the actual axis, he would appear above average based upon the test results but would be indicated below average on the Halpin model.

The fault does not lie with Halpin's work, the 2 x 2 matrix, nor with the instrument. The 2 x 2 matrix is not technically correct for this use and should not be used to locate a particular leader style on the model. Halpin did not intend for it to be used in this manner, although he did use the model to interpret a concept and to report group data.

In addition to inaccuracies based upon the violations of orthogonality, the intersection of the "goal" and "people" axes from the test results do not necessarily represent the mid-point of the population. Theoretically, the graphic intersection should be the exact mid-points of both the "goal" and "people" measures for all managers. Thus, if all available managers were charted, the exact average orientation on each dimension would fall on the intersection of the "task" and "people" lines. In this way, local

managers could be compared with population norms. With the absence of this reference point, managers could be inaccurately displaced from their true positions relative to the reference axes.

Local norms may also be of interest. However, if local managers are very high or very low compared to population norms, it could well be that the instruments used would discriminate less effectively. Typically tests are developed to discriminate most accurately at the center of the population range.

The lack of testing of underlying assumptions of orthogonality, the assumption that the intersection of the axes being the mid-point of the population, and questionable discrimination power are potential sources of error in the use of leadership models. It is possible that these sources of error could cancel each other thus allowing the data to accidentally reflect an accurate representation of a manager's ability. However, it is more likely that the sources of error would interact together to cause significant misrepresentations.

Conclusion

In conclusion, we have pointed out that the theoretical models are excellent devides for OD and HRD personnel to use in training programs. However, instruments which are used to locate personnel on a point on any matrix should be used only following thorough documentation for such instrumentation. The documentation should include as a required minimum: (a) an item analysis to authenticate loading of the items to the various measures; (b) a summary of the unique and total variance each measure contributes to

the relevant dimension; and (c) a factor analysis of measures which would provide documentation for orthogonality measures of dimensions.

Consumer protection in leadership models can be guaranteed only if full disclosure of research is made and trainers closely examine the information. Only then can those in personnel development be reasonably certain that the tests reflect what they purport to measure, and only then can such instruments be used for improvement of personnel with a high degree of certainty.

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